

# Memorandum



**Date:** June 15, 2005

**COSHAC**

**Agenda Item No. 7 (C)**

**To:** Honorable Chairwoman Rebeca Sosa  
and Members, Community Outreach, Safety and  
Healthcare Administration Committee

**From:** George M. Burgess  
County Manager

**Subject:** Update Report on Motorola Printrak 911 Computed Aided Dispatch (CAD) System  
and 911 Call Center Concerns

The following report has been prepared in response to directives by Commissioner Rebeca Sosa at the May 11<sup>th</sup> Community Outreach, Safety and Healthcare Administration (COSHAC) committee meeting. Commissioner Sosa requested that the Motorola/Printrak 911 Computed Aided Dispatch (CAD) System be a standing item on the COSHAC agenda to discuss the progress being made on the implementation of the system. Additionally, this report addresses a directive made by Commissioner Seijas at the April 13 COSHAC committee meeting regarding compensation issues and working conditions for the Miami-Dade Police Department (MDPD) Communications Bureau and the Miami-Dade Fire Rescue (MDFR) Communications Division.

## **Motorola / Printrak System Implementation**

On May 20, 2005, Motorola/Printrak (the vendor) released the System to the County for the purpose of conducting the Miami-Dade County Acceptance Test Plan (ATP). On May 18, 2005 the County served notice to Motorola/Printrak International of the commencement of liquidated damages. The assessment of damages began on May 16, 2005 in accordance with Contract 317, Article 14 for Critical Milestone No. One – CAD Subsystem Live Cut (attached). The County will collect \$550 per day until the system is implemented in a live environment.

On May 25, 2005, the Enterprise Technology Services Department (ETSD) successfully completed the system recovery portion of the test plan. This test plan involves steps that will be taken in the event that the CAD system fails. In such a situation, the system is designed to 'fail over' to a backup system with minimal impact to operations. The stringent acceptance test included six progressive levels of simulated failure and conversion protocols to the CAD backup system. MDPD and MDRF have also tested the system and successfully completed the functional acceptance test plans.

Since the completion of these test plans on May 31st, a two week period of stress and reliability testing in a simulated operational environment was initiated. During this time, a parallel process is underway whereby incoming calls are dispatched using the existing 911 CAD system and at the same time simulated with dispatch and field personnel using the new system providing additional training and testing. This environment is staged for twelve continuous days and includes full system integration through the use of field mobile data terminals as well as the communications center. Field personnel interacts with the dispatchers on the mobile data units by indicating system statuses such as arrival, in route to, and back in the station. MDPD and MDRF have both conducted refresher training for all field personnel assigned a mobile data unit in vehicles.

If the two week stress and reliability testing period is successful, then the County will be in a position to begin the live cut transition process to week of June 13th. At this point, the County may discontinue use of the current CAD system and begin using the Motorola/Printrak system to dispatch all calls.

MDPD and MDFR Communications have developed a tiered implementation support plan. Tier one of the plan calls for an increase in normal staffing levels. The second tier includes a roving team of Dispatchers and Police Complaint Officers on the dispatch floor to assist with employee questions and act as a relief staffing pool. A final tier of support includes a group of trained representatives from Motorola to further assist personnel with any technical issues.

### **Working Conditions**

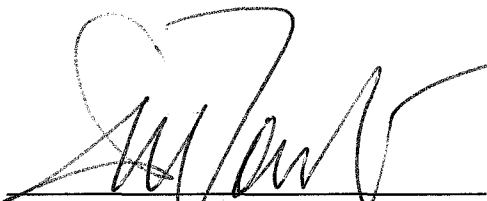
MDPD, MDFR and GSA continue to work towards improving the working environment for all Dispatchers and Complaint Officers. In mid May, the carpeting on the first and second floor common areas was replaced. In addition, the front entrance of the building has also been painted.

### **Compensation**

Pursuant to the request of Commissioner Seijas at the April 13 COSHA committee meeting, the Employee Relations Department (ERD) conducted a national salary survey of Police/Fire Dispatchers and Police Complaint Officers. This report is attached for your review. The results indicate that our Dispatchers and Complaint Officers are among the highest paid in the nation. However, ERD is in discussion with both the Police and Fire Departments to identify potential incentives for those employees who successfully achieve prescribed performance benchmarks and training milestones. Further, in order to address the recruitment and retention difficulty for these job classifications, ERD has begun working with the two departments enhance the current recruitment and selection process to identify those candidates who will be best qualified to successfully perform the duties of these demanding positions.

This project continues to be a cooperative effort between the Police, Fire, Procurement and Enterprise Technology Services departments. We will continue to provide updates to the COSHA committee until the project is fully implemented.

The team which includes: MDPD, MDFR & ETSD will be at the June 15 COSHA meeting to discuss this report and any additional updates as of the time of this writing.



Susanne M. Torriente  
Assistant County Manager



STEPHEN P. CLARK CENTER

DEPARTMENT OF PROCUREMENT MANAGEMENT

OFFICE OF THE DIRECTOR

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May 18, 2005

Ms. Chris Backs  
Contracts & Compliance Manager  
Motorola, Inc.  
6000 Spine Road  
Boulder, CO 80301

RE: Notice of Assessment of Liquidated Damages Contract 317

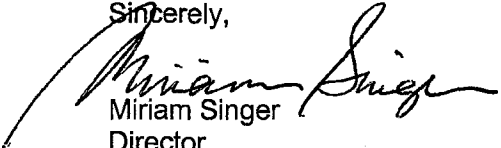
Dear Ms. Backs:

This letter serves as notification to Printrak International, Inc., (Printrak) of Miami-Dade County's assessment of liquidated damages commencing on May 16, 2005, in accordance with Contract 317, Article 14 for Critical Milestone No. One – CAD Subsystem Live Cut. The assessment of liquidated damages is a result of Printrak's failure to deliver a functional CAD Subsystem in accordance with the time frame specified in Supplemental Agreement No. 22, Attachment 1.3 Performance Schedule.

The \$550.00 per day liquidated damages will be deducted from any future payments by the County on this contract, unless otherwise determined by the County.

Should you have any questions regarding this matter, please call Thomas Blaine, DPM Division Director, at (305) 375-5375.

Sincerely,

  
Miriam Singer  
Director

cc: Clerk of the Board  
Susanne M. Torriente, Assistant County Manager  
Hugo Benitez, Assistant County Attorney  
Judi Zito, Chief Information Officer  
Mary Fuentes, Assistant Director ETSD  
Thomas F. Blaine, Division Director, DPM  
SAFECO Insurance Company of America

# Memorandum



**Date:** May 31, 2005

**To:** George M. Burgess  
County Manager

**From:** Donald S. Allen, Director  
Employee Relations Department

**Subject:** Compensation Survey Police/Fire Dispatchers  
and Police Complaint Officers

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During the April 13, 2005, Community Outreach, Safety and Healthcare Administration (COSHA) meeting, Commissioner Rebeca Sosa requested a review of the compensation of the Police/Fire Dispatchers and Police Complaint Officers to ensure that employees in these classifications were properly classified and compensated. In addition, Commissioner Natacha Seijas requested that we consider providing incentive pay to those employees who are learning the new Computer Aided Dispatch (CAD) system.

A comprehensive assessment of positions involved in receiving 911 emergency telephone calls and dispatching fire-rescue and police staff was conducted by the Employee Relations Department. This study included a review of the new CAD system, the amount and type of training involved to learn this system, and the status of the current staff's ability to learn the new system. A national salary survey which included investigating what type of pay supplements were provided to other counties/municipalities' 911 staff was also conducted. Finally, the recruitment and employee retention experience for these positions in both Miami-Dade Fire-Rescue Department and the Miami-Dade Police Department was evaluated.

## Compensation

The attached salary survey was conducted to determine Miami-Dade County's labor market standing regarding our salary structure. As a result of this review, it was determined that Miami-Dade's compensation exceeds that of the other municipalities and counties surveyed. It also was found that, among the respondents, only the City of San Diego provided a 5% pay supplement to staff who achieves certification from the National Academy of Emergency Dispatch. The requirements of this certification and applicability to our work environment will be evaluated to determine if such an incentive would be warranted. In addition, appropriate incentives will be evaluated to determine their applicability to the attainment of prescribed performance standards. Discussions with the Miami-Dade Police and Fire-Rescue departments produced a consensus that the compensation levels are not an impediment to the recruitment and retention of employees in these classifications.

## Recruitment

The County advertises continuously for these classifications and this recruitment effort attracts a large number of applicants. This response indicates that the jobs are competitively

compensated. However, as is the case with many occupations that require comprehensive background investigation, many applicants are disqualified from the selection process. Staff turnover in the past two years has been primarily due to employee promotions, terminations due to poor job performance, and retirements. The management of these public safety departments are of the opinion that the total staffing compliment is more of a concern than the compensation levels.

In an effort to provide a more qualified applicant pool to the concerned departments, the Employee Relations Department is evaluating the selection methodology to determine whether a competitive examination would yield a better qualified pool of candidates. This process will entail a field audit to observe the job tasks of these positions, an update of the job specifications, and a study of other entities' best practices in the selection process for these critical positions. Once that is completed, a recommendation for an appropriate selection assessment method will be made to the respective departments.

I trust that this information is responsive to the Committee's direction. Please let me know if you should require further information regarding the human resource aspects of this matter. I will keep your office advised as to ERD's final analysis of the outstanding issues.

Attachment

cc: Alina T. Hudak, Assistant County Manager  
Susanne Torriente, Assistant County Manager  
Robert Parker, Director, Miami Dade Police Department  
Herminio Lorenzo, Fire Chief, Miami Dade Fire Rescue

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**POLICE/ FIRE RESCUE DISPATCHER & POLICE COMPLAINT OFFICER  
SALARY SURVEY**

**SALARY SURVEY SUMMARY**

<b>Police / Fire Rescue Dispatcher</b>	<b>Minimum</b>	<b>Maximum</b>
Miami-Dade County's Salary Survey Respondents' Average Salary	\$34,368 \$30,882	\$50,994 \$45,951
Percentage Miami-Dade County Salary is above Survey Group	+11%	+13%

<b>Police Complaint Officer</b>	<b>Minimum</b>	<b>Maximum</b>
Miami-Dade County's Salary Survey Respondents' Average Salary	\$34,368 \$29,051	\$50,994 \$42,642
Percentage Miami-Dade County Salary is above Survey Group	+18 %	+20 %

5/11/05

SALARY SURVEY - Police / Fire Rescue Dispatcher				
Municipality	Classification	Annual Salary Minimum	Annual Salary Maximum	Pay Supplement
Miami-Dade County	Police / Fire Rescue Dispatcher	\$34,368*	\$50,994*	
Broward County Sheriff	Communications Operator 2	\$28,997	\$42,841	
City of Apopka, Eatonville & Maitland, Florida	Communications Technician+	\$27,293	\$42,723	
Village of Key Biscayne	Dispatcher+	\$28,479	\$44,180	
Hillsborough County	Digital Communications Dispatcher	\$29,994	\$45,011	
City of Jacksonville	Police Communications Officer	\$25,525	\$45,629	
City of Miami	Fire Rescue Communications Officer	\$23,698	\$42,363	
Palm Beach County Sheriff	Communications Operator+	\$35,744	\$45,693	
City of Delray	Communication Officer+	\$32,892	\$48,888	
Los Angeles County**	Communications Specialist+	\$32,178	\$48,672	
Fairfax, County, Virginia**	Public Response Dispatcher	\$34,300	\$42,500	
City of San Diego**	Public Safety Communicator 2	\$29,600	\$48,200	
	Police Dispatcher	\$37,800	\$45,500	5% Dispatch Certificate
	Dispatcher 2	\$34,965	\$42,162	Pay

+ One classification is used for both dispatch and complaint role.

\* Includes Pay Supplement (\$2,080 per annum) for non-sworn law enforcement support specialty pay. Does not include longevity pay.

\*\* Wages geographically adjusted.

#### Police / Fire Rescue Dispatcher

	Min.	Max.
Miami-Dade County's Salary	\$34,368	\$50,994
Survey Respondents' Average Salary	\$30,882	\$44,951
Percentage Miami-Dade County Salary is above Survey Group	11%	13%

**Note:** Classifications received a two pay step increase in 1998 and one pay step increase in 2001.



**SALARY SURVEY - Police Complaint Officer**

Municipality	Classification	Annual Salary Minimum	Annual Salary Maximum	Pay Supplement
Miami-Dade County	Police Complaint Officer	\$34,368*	\$50,994*	
Broward County Sheriff	Communications Operator I	\$26,606	\$39,310	
Palm Beach County Sheriff	Communication Officer+	\$32,892	\$48,888	
City of Jacksonville	Police Communications Officer+	\$25,525	\$45,629	
Village of Key Biscayne	Dispatcher+	\$28,479	\$44,180	
City of Miami	Communications Operator+	\$35,744	\$45,693	
City of Delray	Communications Specialist+	\$32,178	\$48,672	
Hillsborough County	Digital Communications Dispatcher	\$26,449	\$39,770	
City of Apopka, Eatonville & Maitland	Communications Technician+	\$27,293	\$42,723	
Fairfax County, Virginia**	Public Safety Communicator I	\$26,800	\$43,700	
City of San Diego**	Dispatcher I	\$28,400	\$34,300	5% Dispatch Certificate & 5% 911 pay
Los Angeles County**	Public Response Dispatcher I	\$29,200	\$36,200	

+ One classification is used for both dispatch and complaint role.

\* Includes Pay Supplement (\$2,080 per annum) non-sworn law enforcement support specialty pay. Does not include longevity pay.

\*\* Wages geographically adjusted.

Police Complaint Officer	Min.	Max.
Miami-Dade County's Salary	\$34,368	\$50,994
Survey Respondents' Average Salary	\$29,051	\$42,642
Percentage Miami-Dade County Salary is above Survey Group	+18 %	+20 %

**Note:** Classification received a two pay step increase in 1998 and a one pay step increase in 2001.